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Analysis to Support Execution of the Defense Environmental International Cooperation (DEIC) Program

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Cooperation (DEIC) Program**

Susan L. Clark-Sestak

Executive Summary

The Defense Environmental International Cooperation (DEIC) program is managed by the Director of Environmental Readiness and Safety (ERS) in the Office of the Deputy Under Secretary of Defense for Installations and Environment (ODUSD[I&E]). DEIC is a tool available for the Office of the Secretary of Defense (OSD) and the combatant commands (CCMDs) to use in engagement activities with other nations. The projects it supports focus on defense-related environmental topics, with special priority given to projects that promote mission sustainment, military adaptation to climate change, innovative approaches to environment, safety and occupational health risk management, and/or build capacity for strategic partnerships.

The Institute for Defense Analyses (IDA) produced several analyses to support ERS in its execution of the DEIC program: an assessment of the proposals submitted by the CCMDs for Fiscal Year 2012 (FY12) funding by the DEIC program; a review of available unclassified images capturing the potential impact of climatic changes on military assets; and a users' guide for a workbook that IDA developed to track execution of the annual DEIC budget. This document summarizes the key themes and findings from these three efforts.

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1. Assessment of Project Proposals from the Combatant Commands for Funding by the Defense Environmental International Cooperation (DEIC) Program in Fiscal Year 2012 (FY12)

The Defense Environmental International Cooperation (DEIC) program is managed by the Director of Environmental Readiness and Safety (ERS) in the Office of the Deputy Under Secretary of Defense for Installations and Environment (ODSUD[I&E]). In its work for ERS, the Institute for Defense Analyses (IDA) assessed the strengths and weaknesses of the project proposals from each geographic combatant command (CCMD) for DEIC Fiscal Year 2012 (FY12) funding.¹ This assessment specifically included comments about the scope and relevancy of their proposals vis-à-vis the topic of military adaptation to climate change because DEIC's FY12 funding was increased as a result of a reference in the 2010 *Quadrennial Defense Review (QDR)* to DEIC's utility as a tool for addressing military adaptation to climate change.² This increase more than doubled the DEIC budget, from a high of \$2 million annually to a planned FY12 budget of \$4.265 million. Logically, the difference—approximately \$2 million—would be dedicated to climate change themes. IDA concluded that, using the most generous interpretations of projects related to climate change, not quite \$1 million of the proposals the CCMDs submitted could fall into that category. However, it is also important to acknowledge that the CCMDs need more time to integrate climate change considerations in their activities.

In addition to specific comments on the individual projects, IDA offered a number of overall suggestions for improvements to the project proposals and issues for consideration by ERS when deciding which projects it would fund. These recommendations included:

- Project descriptions must better articulate why they are important. As originally written, many proposals only cite the fact that these issues have been identified as being important in various Department of Defense (DOD) documents. The proposals need to specify how and why these projects are important for addressing these issues and what difference the project might make.

¹ The full assessment is contained in Susan L. Clark-Sestak, "Memorandum for the Record: Assessment of COCOM Submissions for DEIC FY12 Funding," July 28, 2011.

² U.S. Department of Defense, *Quadrennial Defense Review Report* (Washington, DC: February 2010), 86.

- Many proposals also do not adequately identify either which countries or which agencies within countries are the desired participants. CCMDs should review their proposals to remove, to the greatest extent possible, any ambiguity. If uncertainty remains, they need to explain the reasons for it.
- Particularly in cases where the same proposal is suggested for execution in different countries, the CCMD should explain why multiple projects with a bilateral approach are recommended rather than suggesting a single multilateral venue.
- A number of projects (e.g., those focused on energy) would benefit from a more explicit connection to environmental issues such as sustainability, impacts of climate change, etc. DEIC has a limited budget and funding needs to focus on projects that address defense-related environmental topics.
- During the Advisory Group meeting (when decisions are made about which projects to fund), the CCMDs must be prepared to explain how they will have the capacity to execute the approved projects. Many of the CCMDs proposed more projects than they have, traditionally, executed in a given year.

IDA also emphasized in its analysis that an important topic to discuss at the Advisory Group meeting would be financial reporting. Not only should the final cost for each project be specified in the After Action Report (AAR) the CCMD provides to ERS, the CCMDs should also provide better documentation to identify possible unliquidated funds. One step could be to require CCMDs to report on the funds they still retain as of the end of July of the given fiscal year, which are no longer committed to a specific approved project.³ Such funds would be returned to OSD at that time for re-distribution and execution of another approved DEIC project prior to the end of the fiscal year.

³ Current OSD budget requirements might suggest an alternative date prior to end of July. This would appear to be the latest date for the return of funds to OSD, while still having enough time for them to be reallocated to support another DEIC project within the fiscal year.

2. Images of Climate Change-Related Impacts on Military Assets

As noted in Chapter 1, one of the DEIC program's focus areas is military adaptation to climate change. The staff from the ERS office has occasion to address this topic in various international meetings. As part of its work on the DEIC program for ERS, IDA was asked to survey currently available documents and to compile a series of pictures and other graphics that capture some of the ways climate change can affect military installations and the activities conducted at those installations.⁴ The intent is to incorporate these images into presentations at international meetings.

IDA found that the DOD's Strategic Environmental Research and Development Program (SERDP) has funded a number of studies, some involving field work, that offer useful photographs. In addition, other SERDP-funded projects are creating helpful computer-generated images of potential impacts on military assets. To date, most readily available materials focus on the impact of projected Sea Level Rise (SLR) and storm surges on military installations. IDA contacted the principal investigators for a number of these studies to obtain images. In addition, IDA obtained images via web-based searches, particularly of materials presented at various open-source conferences. Finally, IDA secured a series of pictures depicting the impacts of storm surges in connection with a site visit to military facilities in California as part of its work for ERS on defense-related environmental cooperation with Sweden.

The images IDA assembled cover the following specific bases or regions: Point Mugu, California; military facilities in the southeastern United States (Eglin Air Force Base in Florida, naval facilities in Norfolk, Virginia, and the Camp Lejeune area in North Carolina); military training areas in Alaska; and military facilities in the southwestern United States.

⁴ The full assessment is contained in Susan L. Clark-Sestak, Memorandum for the Record to the Office of Environmental Readiness and Safety, "Illustrations for Use in Unclassified Discussions Addressing the Theme of 'Military Adaptation to Climate Change,'" (Alexandria, VA: Institute for Defense Analyses, May 2, 2012).

3. Users' Guide for the DEIC Program Workbook

IDA developed a Microsoft Excel® workbook for ERS to use in managing the annual DEIC program. It then prepared a users' guide to explain how the workbook is structured and how data within the workbook is interlinked.⁵

Each fiscal year, a workbook, *DEIC FYXX.xlsx* (where XX is the last two digits of the fiscal year) is created. There are four sheets contained in each workbook:

- The *FYXX DEIC* sheet is used at the September Advisory Group meeting, which determines the projects that DEIC will fund beginning in the next fiscal year.
- The *ERS Travel* sheet is a summary of the funding for travel for which OSD retains control.
- The *FYXX DEIC Obligation Plan* sheet outlines spending for each project by month. The total costs for DEIC are summarized at the top, also by month.
- The *Obligation and Spending Report* sheet is used to track money as it is obligated and spent.

These four sheets are all linked. The links and the data required (including rules for input) are described in the remainder of the users' guide.

This users' guide allows ERS staff to track all financial aspects of the DEIC program. It replaced a series of non-linked tracking mechanisms and provides a single file from which to gather all necessary financial management information. The creation of the users' guide enables long-term employment of the workbook structure, an important contribution to DEIC program management.

⁵ The full assessment is contained in Terri Walsh and Susan Clark-Sestak, "A Users' Guide for the Defense Environmental International Cooperation (DEIC) Program Workbook," (Alexandria, VA: Institute for Defense Analyses, February 21, 2012).

Appendix A

References

- Clark-Sestak, Susan. “Illustrations for Use in Unclassified Discussions Addressing the Theme of ‘Military Adaptation to Climate Change’.” Alexandria, VA: Institute for Defense Analyses, May 2, 2012.
- Clark-Sestak, Susan. “Memorandum for the Record: Assessment of COCOM Submissions for DEIC FY12 Funding.” Alexandria, VA: Institute for Defense Analyses, July 28, 2011.
- U.S. Department of Defense. *Quadrennial Defense Review Report*. Washington, DC: U.S. Department of Defense, February 2010.
- Walsh, Terri and Susan Clark-Sestak. “A Users’ Guide for the Defense Environmental International Cooperation (DEIC) Program Workbook.” Alexandria, VA: Institute for Defense Analyses, February 21, 2012.

Appendix B

Abbreviations

AAR	After Action Report
CCMD	Combatant Command
DEIC	Defense Environmental International Cooperation
DOD	Department of Defense
ERS	Environmental Readiness and Safety
ESOH	Environment, Safety and Occupational Health
FY	Fiscal Year
I&E	Installations & Environment
ODUSD	Office of the Deputy Under Secretary of Defense
OSD	Office of the Secretary of Defense
QDR	Quadrennial Defense Review
SERDP	Strategic Environmental Research and Development Program
SLR	Sea Level Rise

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